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OFFICIAL ROUTING SLIP			
TO	NAME AND ADDRESS	DATE	INITIALS
1	Mr. [redacted] Chief, Support School Rm 205, [redacted]		
2	Mr. [redacted] Personnel Branch, OTR Rm 812, 1000 Glebe		
3			
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ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks:			
<p>To 1 and 2 -</p> <p>Per our discussions on Wednesday -- herewith the other Directorate memos.</p> <p style="text-align: right;"><i>RS/Bob</i> Robert S. Wattles</p> <p>Atts</p>			
FOLD HERE TO RETURN TO SENDER			
FROM: NAME, ADDRESS AND PHONE NO.			DATE
Assistant Deputy Director for Support 7D18, Hqs			16 JUN 1973
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FORM NO. 1-67 237 Use previous editions

(40)

ADD/S:RSW/ms (16 June 71)

Distribution:

Orig RS - Adsees, w/O Atts (DD/S 71-2393)

1 - DD/S Subject, w/cy of Atts ✓

SENDER WILL CHECK CLASSIFICATION TOP AND BOTTOM			
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TO	NAME AND ADDRESS	DATE	INITIALS
1	ADD/S 7D24 HQ		
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ACTION		DIRECT REPLY	PREPARE REPLY
APPROVAL		DISPATCH	RECOMMENDATION
COMMENT		FILE	RETURN
CONCURRENCE		INFORMATION	SIGNATURE
Remarks: <p>Per our conversation of yesterday, I have cleared with each directorate your use of the attached in the preparation of an article for the <u>Support Bulletin</u> or some other publication. In clearing it, I advised each directorate that the resulting article would be reviewed by them and the Executive Director prior to publication.</p> <div style="border: 1px solid black; width: 150px; height: 50px; margin: 10px auto;"></div>			
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FROM: NAME, ADDRESS AND PHONE NO.			DATE
EA/Executive Director 			15 JUN 1971
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FORM NO. 1-67 237

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Executive Registry

21-11791

DD/S&T-1021-71

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT: Communication with Young Employees

1. In response to your request at the 10 March Deputies Meeting, it should be said at the outset that the problem of establishing and keeping open communication channels with employees is not limited to those who fall in the "young" category which, for the purposes of this discussion, I've defined as up to age 35. The problem would seem to be endemic and universal.

2. In this Directorate, perhaps because of our unique responsibilities and specialized personnel requirements, young employees have the opportunity to advance more rapidly and assume highly responsible positions earlier than do many in other parts of the Agency. The 30-year-old GS-14 is not the rare anomaly here that he perhaps would be elsewhere. (I am proposing, for example, a 35-year-old GS-17 as Deputy Office Head.)

3. To establish broader channels of communication with our younger employees, we are engaged in or proposing the following:

A. Our DDS&T Career Development Course, run once a year and lasting approximately five months, aims to give the young professional, from this and other Directorates, the broadest possible exposure to all of our activities. The Course, and its purposes, have my strongest backing as well as that of my office heads.

B. I am proposing a reorientation for alumni of the Course to bring them up to date on current Directorate problems and projections. This would have the same high level backing as the Course itself.

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SUBJECT: Communication with Young Employees


C. I am considering establishing on my immediate staff a position which would be filled by a junior officer from within the Directorate on a rotating basis. Such an individual would be not only an observer, but a participant in the activities of the staff.

D. I am considering briefings to be held in the auditorium for all Directorate employees. The primary purpose would be to bring them up to date on the status of Directorate programs and a look toward the future. I would propose a question and answer period thereafter, with employees able to submit questions to me in writing beforehand, or ask them from the floor.

E. Following the suggestion of one of our junior employees, I plan to make arrangements for appropriate junior officers to be present when program reviews, budget meetings, and similar sessions are presented to me and, in the case of Offices, to the Office Directors.

F. I will continue to encourage my office heads, and through them subordinate levels of supervisors, to make the "open-door policy" something more than a tired slogan, not only for junior employees, but for those of all ages and grades.

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Carl E. Duckett
Deputy Director
for
Science and Technology

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Executive Registry

71-149773

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12 MAY 1971

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Communications in the DDI

1. In connection with our discussion at a Deputies meeting, I asked each Office Director to prepare a memorandum on communication within his office. After reviewing these memoranda, it became evident we had received the views of only one side of the communications link. To obtain some expression from the other side, a panel of junior and middle level officers was assembled to review these memoranda and express their views. Their response is attached.

2. The first paragraph of the memorandum states that among our officers, especially the younger ones, "there is too little sense of mission, commitment, understanding, and purpose permeating our work." I believe that to the extent this does exist, it is a reflection of the current environment in which interest in foreign affairs and particularly intelligence has decreased over the past decade while domestic issues have claimed more attention. Many of those who feel they lack this sense of mission are searching for a rationale for remaining in intelligence work. If we are to keep many of these people, we must foster a greater sense of participation in the important work of the Agency.

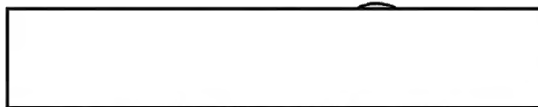
3. In reading the recommendations, I was disappointed in not finding any that addressed this problem directly. What I found were recommendations primarily addressed to career development and a desire to participate in management. I sense an outlook of "what are you going to do for me" rather than "what can I do to foster my own career." On the whole, several of the recommendations do have merit, especially

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with respect to training.

4. I had a lengthy discussion yesterday with my Office Directors and Staff Chiefs on this issue, and we intend to pursue it further. Regardless of how these discussions go, I believe that much has been accomplished simply by the fact that they are going on at all levels in the Directorate. I am now circulating the attached memorandum within the Directorate in an attempt to solicit further, and hopefully more specific, comments.



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EDWARD W. PROCTOR
Acting Deputy Director for Intelligence

Attachment:
As stated.

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19 April 1971

MEMORANDUM

SUBJECT: Communications in the DDI

1. The dimensions of what has been called the "communications problem" are different in each DDI component, but a problem exists throughout the directorate. Basically, officers at all levels--particularly younger professionals--believe that there is too little sense of mission, commitment, understanding, and purpose permeating our work. Although a number of mechanisms initiated during the last few years have had a salutary effect, more must be done.

2. It is necessary to improve communications within regular chain-of-command channels and also to devise new methods for generating a wider, more candid dialogue. Communications should be viewed not simply as a mechanism for meeting production requirements, but also as a way to make our organization more alert, dynamic, and creative. Viewed in this manner, signs of unrest and the desire among many officers for a wider dialogue should be seen as positive developments. In introducing new approaches to improve communications, we will probably discover that our operations will be more efficient and that the quality of our intelligence product will improve.

3. Effective communications within the regular organizational structure are essential. There must be a new commitment to frank dialogue on a daily basis between each manager in the DDI and his subordinates. Managers should be selected and promoted in part because of their ability to communicate. Impersonal mechanisms--memos, training programs, staff

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meetings, briefings, written directives--are not as important as fostering an atmosphere conducive to communications by managers at all levels. While instructions are conveyed quickly--albeit at times unclearly--they are not always accompanied by explanations of their significance or background. Frequently there is little or no feedback or reaction to work completed. In addition, subordinates are frequently not informed of activities, interests and substantive thinking at the DDI and office chief level and are therefore often unable to respond to the unarticulated information needs of their superiors.

4. But it is necessary to go beyond conventional methods to get at those questions that are behind much discussion of the "communications problem." How do we develop and communicate a positive atmosphere that encourages consciousness of a common identity and purpose within the DDI? How do we improve and stimulate the overall quality of intellectual life as it relates to the production of intelligence? How do we reinforce commitment to the intelligence profession at a time when doubts are growing--especially among younger analysts but at other levels as well--about the value of government service in general and careers in foreign affairs in particular? How do we obtain increased participation at all levels in shaping the present and future role of the Agency?

5. Each DDI office and staff chief has composed a memorandum outlining the modes of communications used in his component. In addition, a panel of junior officers and middle level management representing each DDI office was invited to evaluate the effectiveness of these means of communicating. This panel concluded that a number of the mechanisms have proven useful and should be adopted throughout the directorate. They are:

a. Dialogue Sessions. The Office of Strategic Research has successfully conducted a series of meetings at the [redacted]. The one and a half day sessions normally include about 30 analysts and secretaries in grades up to GS-14. Participants are drawn from

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STAT all OSR branches and staffs and meet with the Office Director. No formal agenda intrudes on the spirit of open dialogue, and the sessions have characteristically been honest exchanges of opinion and information rather than "gripe sessions." Divisions of other offices have successfully used similar techniques at [redacted], at headquarters, and at a safe-house provided by DCS. OBGI's series of seminars with the Office Director has also been successful. Judging from the popularity and reports of positive results from these sessions, it is likely that nearly all DDI components could profit from them.

b. Career Development Procedures. The Office of Current Intelligence has used a system of formal correspondence between junior officers and management that could be successfully adapted to the needs of other offices and grade levels. Upon assuming a new assignment each analyst is given a memorandum from his branch chief describing exactly what is expected of him. Six months later the supervisor writes a status report on how the analyst has performed in the new assignment. This communication is private, between the analyst and supervisor. In addition the analyst submits a memo to the OCI Career Service Board every second year describing how he perceives his role in the office and what he would like to do in the future. These reports are answered in writing with judgments and evaluations of the analysts' aspirations. The regular fitness report is only a part of this system. The mechanism has enforced a systematic dialogue between analysts, chiefs, and the OCI Career Service Board.

c. Expanded Participation. DDI components have employed a number of other instruments to better integrate young officers in planning and decision making. NPIC has

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added a GS-12 to its Career Service Board as Executive Secretary and has established a Director's Opportunity Panel with three of its four members chosen from non-supervisory ranks. The panel also makes it easier for blacks (two members are black), women and other minorities to communicate with management. NPIC has endeavored to appoint young men and women to various committees, such as Suggestions Awards.

6. Because these modes of communication have met with only limited success there is a clear need for other, more far-reaching techniques. The DDI panel has recommended the following:

a. DDI Career Development Officer. A full-time, high-level DDI Career Development Officer should be appointed in the near future to coordinate and direct new ways of offering DDI officers more challenging and varied careers. He would be responsible for coordinating and implementing new modes of communicating in the DDI. The Career Development Officer should be a prestigious, trusted, and authoritative member of the DDI's personal staff.

b. Rotational Assignments. There are natural limits on the mobility of individual analysts among the separate DDI offices but there are also artificial limitations imposed by the existence of separate career services which hamper understanding and communications. Recognizing these barriers, a more serious effort should be made to exploit opportunities for cross-pollination. Professionals in the DDI service components would profit from working tours in production components while analysts in the production offices would gain from rotations to other production components. Analysts in all components would be able to pursue more comprehensive careers in our profession.

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c. Training. Training in the directorate should be viewed as a basic instrument of improved communications. Under the direction of the Career Development Officer, training similar to the Mid-Career Course should be instituted for junior level officers who have attained career status. In addition, the DDS&T Career Development Course should be studied for possible adaptation in the DDI.

d. Junior Officer Groups. About a month ago the Junior Officers Study Group began regular, informal meetings during lunch hours to discuss a wide variety of issues relating to our profession. Junior officers in at least two DDI offices have begun discussions about forming similar groups. The DDI Career Development Officer and other senior officials should be available to meet with such groups. Management should view them as an ancillary means of communicating with junior officers.

e. Personnel Actions. More candor and coordination is needed in evaluating performances and in career planning and development. Supervisors should be required to maintain a continuing dialogue with their subordinates on matters related to individual performance and advancement. The aura of secretiveness that currently enshrouds some of these routine matters should be eliminated. Moreover, the Career Development Officer should assist offices in exchanging information on their policies for advancement and training of personnel.

f. Meetings with the DDI. Finally, State of the Directorate addresses should be made at least annually. This would be an excellent way for the DDI to discuss the general questions raised in paragraph three. Time should be allowed for questions from the floor, and the widest possible participation encouraged. Another forum for such interchanges would be informal meetings between the DDI and groups of employees to discuss general or particular issues concerning our work.

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71-1449/3

26 MAR 1971

Executive Registry

71-1449/3

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Adequacy of Communications with Younger Officers

REFERENCE : Memorandum of the Director of Personnel (DDS 71-0933, para. 4), dated 16 March 1971.

1. Because of the Director's concern with the adequacy of our communication with younger officers (see reference), a comprehensive survey was conducted recently in the CS Divisions and Staffs to ascertain the extent of the problem and what steps should be taken to correct it.

2. The consensus among the respondents was that communications on all levels in the CS are both adequate and efficient. The survey identified problem areas, particularly in FE Division where the turnover rate is greater and personnel relationships more transitory. Similar but lesser problems were acknowledged in small and operationally sensitive components such as CI Staff and where the "need to know" principle is fairly rigidly applied. Many respondents felt that management occasionally over-reacted to complaints from junior officers who often suffered from limited knowledge of the organization and its functions. Some respondents believed that our junior officers were unduly coddled.

3. Most component chiefs agreed that communications objectives in the CS were achieved in different ways depending on the size and complexity of the component, its physical location, functional responsibilities, personnel structure, and the personalities and management styles of the supervisors. Most of the components hold weekly division, branch, section or unit meetings. Additionally, some front office components have early morning briefs or "mini-meetings" on a daily basis to review cable traffic, discuss problems,

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assign responsibilities, and monitor progress. In some components, Saturday mornings are reserved for informal conferences and "bull" sessions on problems and issues that are set aside during busier weekdays.

4. Communications between our junior and senior officers have been significantly improved during the past two years by the following organizational and management changes:

a. A focal point has been established in the CS for the management and handling of all junior officer affairs. The Chief for Junior Officer Affairs (Chief, JOA) oversees a junior officer "system" which links CS component managers with DDP/OP through duly appointed "referents" in the area Divisions and Staffs.

b. An active and broadly representative Junior Officer Board, including grades GS-11 and 12 and representatives of both sexes, constitutes a functional framework for dealing with junior officer problems. Board members are carefully selected, trained and utilized for recruitment, evaluation, selection, assignment, and career counseling responsibilities as they relate to Professional Trainees (RID), Career Trainees, and junior officer aspirants down to the GS-07 level.

c. Two senior CS officers (GS-14) have been detailed to the Career Training Program to screen, evaluate and counsel CT's at the inception of their CS careers.

d. A similar joint RID/Junior Officer Board procedure is employed to evaluate, select and counsel RID officer recruits.

5. CS management is gradually eliminating certain communications "soft" spots, notably among clerical and sub-professional employees. Many of these employees whose career progression is slow because their qualifications are limited suffer from a lack of awareness of their true employment status and what they can do to improve it. Such employees require special handling by their parent components so that they do not degenerate into neglected personnel cases.

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6. A variety of devices and systems are used to assure continued effective communication between junior and senior officers. One senior FE Division manager has his own small stable of "young Turks" with whom he informally discusses problems and issues. FE is also experimenting with "mini-meetings" in which junior officers are the major participants. Another effective FE device for passing the word quickly is Chief, FE's practice of addressing all FE personnel in the Agency auditorium when he returns from field trips to FE Stations.

7. The "ombudsman" system of maintaining effective communications is employed by at least two components. TSD has long employed this and an ancillary "Employee Council" system to maximize two-way exchanges in that component. The same ombudsman approach is utilized by FE through its Personnel Evaluation and Management Staff (FE/PEM) whose three senior officers try to reduce the number of career management problems that result from high personnel turnover. NE prefers the more intimate approach: its Chief and many of its supervisors often make impromptu personal visits to the working areas of junior officers as one way of maintaining effective contact with such personnel.

25X1 8. As you are aware, from time to time the ADDP and I address large and small groupings of CS officers at Headquarters, field stations, [] and elsewhere. These meetings are either ceremonial (length of service awards, presentation of medals and testimonials of achievement, etc.) or are organized for the discussion of some specific business topic. A conscious effort is made to invite as many younger officers as possible to these meetings and generally to make these assemblies representative of a cross-section of our ranks. The ADDP and I also have made it a practice to address all graduating Career Trainees when they report for duty in the CS.

9. A few respondents to this survey felt that our management may be over-reacting to allegations of inadequate communications between junior and senior officers. They point out that the delineation of responsibility and the "need to know" principle impose restrictions on exchanges of information and personal contact. One Division supervisor noted that junior officer problems are almost always egocentrically cast, whether related to career planning,

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rotational assignment, promotion, or training. Another stated that there always will be a certain number of grouzers at the junior officer level (indeed, at any level) even if management is consistently intelligent, perceptive and considerate. He felt that some junior officers might suffer from a faulty sense of proportion caused by a combination of their own immaturity and our own oversolicitous management. He recommended that managers continue to be alert to the deleterious effects of poor management and supervision on officer morale at every level but also felt that the line separating solicitude and coddling in the personnel management area was difficult to draw.

10. It is apparent from the data collected in this survey that CS components are actively concerned with the problem of effective communications and are working toward its improvement. It is also clear that there are some weak areas. I am satisfied that we are leaning forward on the problem but that the situation requires careful monitoring and the kind of periodic review that your memorandum has prompted.



Thomas H. Karamessines
Deputy Director for Plans

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